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ABSTRACT

Conducted for 67 city officials from 21 municipalities, these 1969-70 evening sessions were designed to promote an exchange of ideas and programs, stimulate professionalization and academic progress among local officials, and upgrade the practice of local government. Each participant was charged a $20 fee. Most major felt needs pertained to finance or to capital projects. Six of the 11 meetings were well attended and highly successful. Four sessions covered such topics as communication, motivation, finance and budgeting, economic development and change, social problems, administrative organization, leadership, and personnel administration. Economic development aims included creating enough employment opportunities to permit enterprising, trained youth to return to their home town if desired. Participants generally found the sessions quite informative; were at least partly satisfied with existing scheduling; found the series helpful in improving personal effectiveness; and would like to participate fully in a similar 1970-71 program. On the basis of these and other responses, a continuing education program for small cities and rural counties is strongly recommended. (LY)

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FINAL REPORT

Government Study Sessions
Grant Number 69-002-002

Director and Administrator of the Study Sessions
Rodger S. Gunn
Assistant Professor
Eastern Kentucky University

Report Period
September 1, 1969 - June 30, 1970

Date of Report
July 31, 1970

Introduction

In sequel to the Local Government Seminars for 1968-69, the Institute of Government, Political Science Department, Eastern Kentucky University, formulated the programs of the Government Study Sessions for 1969-70. A unique feature of the Study Sessions was the limitation of participation to city officials only, thus reducing the number of officials who were invited to attend as compared to the previous year's seminars wherein city and county officials were invited to participate.

A second feature of the Government Study Sessions was the $20.00 fee required of all participants. This fee was to be submitted either by the participant, his government, or by a sponsoring civic or service organization on behalf of the participant.

The accompanying brochure was sent to all officials and organizations and presents the philosophy and structure of the Study Sessions.

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Government Study Sessions 1969-70

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INSTITUTE OF GOVERNMENT

Eastern Kentucky University

Institute of Government,
Box 945,
EASTERN KENTUCKY UNIVERSITY,
Richmond, Kentucky 40475

BACKGROUND

Recognizing the need for the availability of institutional services for government officials and agencies on the state and local levels, and following a two year study of the needs of local governments in south and southeastern Kentucky, the Institute of Government was established in 1969 in the Eastern Kentucky University Department of Political Science.

Dating from June, 1967, discussion with local officials disclosed a disparity between local governments and effective programs available through public institutions of higher education.

PROGRAM

By working to combine the resources of the Political Science, Economics, Business Administration, Accounting, Geography and other departments of Eastern Kentucky University, the Institute of Government offers to local governments in Kentucky high quality consulting services without cost, except for incidental expense (i.e., travel, food and lodging).

Seminars on Government, research and special projects are included in the services of the Institute.

The Local Government Seminar Program for 1968-69 successfully laid the groundwork for the Government Study Sessions for 1969-70, wherein city officials will be invited to participate in a series of four 2½ hour regional workshop sessions, under the direction and supervision of Institute Staff. The Study Sessions will emphasize various areas of administration, fiscal control, taxation, public relations and others. Specific topical consideration will be determined by regional and local needs.

PARTICIPATION

Invitations to participate in the 1969-70 Government Study Sessions will be extended to all elected and appointed city officials, and to other interested citizens under sponsorship of civic or professional organizations. A fee of $20.00 will be required for each participant, the fee being the responsibility of the city government, the sponsoring organization or the individual participant. The major portion of the project cost (approximately 90%) will be bourne by the Institute, through cooperation of Federal Title I funds and the Commonwealth of Kentucky. A minimum of ten participants are required to establish a regional study session.

SPONSORING ORGANIZATION

Civil, professional, service and other groups are invited to take an active part in the selection of participants for the Government Study Sessions for 1969-70. These organizations may sponsor one or more persons for the series of four Study Sessions by underwriting the enrollment fees for the person or persons nominated. It is believed that wider professional and community interest in programs designed to improve the effectiveness in local government will result.

Application forms will be supplied to officers of the various organizations prior to the scheduling of Government Study Sessions in or near the city.

HOW TO APPLY

Applications may be submitted by letter or on the special application forms supplied by the Institute. Application forms should include Name, address, position of participants and identify problems of a local nature to which the participant or the sponsoring organization wishes to be considered in the Study Sessions. Government Study Sessions are planned to include representatives of sixty-five cities and may be held in the following regional centers: Campbellsville, Corbin, Danville, Harlan, Hazard, Paris, Middlesboro, Prestonburg, Richmond, Somerset and Winchester; dates to be announced.

Letters and applications should be sent to:

Government Study Sessions 1969-70
Institute of Government
Box 945,
Eastern Kentucky University
Richmond, Kentucky 40475

Home of Institute of Government

Philosophy of the Study Sessions

In view of the persistence of the problems which face small cities, particularly those pertaining to economic stability and social demands, and the realization that the constant harvest of the young citizen in his search for economic security resulting in his leaving the small city for "greener pastures" in the larger metropolitan areas, the Government Study Sessions stressed the enhancement of local leadership and innovation. It is believed that too much attention is given to other people, other levels of government, programs of other agencies, at the expense of suitable development of local programs and leadership. The Government Study Sessions were centered about the motivation of local leadership and community participation wherein significant esprit de corps may be established and maintained within the limitations of constitutional and statutory determinations.

Goals of the Government Study Sessions

1. To serve as a marketplace for ideas and a clearing house for suggestions and programs of local governments, these to be maintained and administered within the framework of the Institute of Government.
2. To develop diverse academic training programs which will stimulate local officials to strive toward professionalization and academic progress.
3. To upgrade the professional aspect of local government in current application through exposure to ideas developed and used in other jurisdictions.

The Study Sessions - Data

Study Sessions were conducted in eleven cities regionally convenient to more than fifty other cities. A series of four letters were directed to each invitee and an application form was also mailed with one of the letters which the applicant returned.

Names of officials were obtained from the city clerks on a special form mailed for that purpose. Of the sixty-seven cities to whom the forms were mailed, fifty-one returned the desired information. A separate request was made of the cities to obtain the names and addresses of the officials of service and civic organizations located in the respective cities. Data on 142 organizations was compiled and each organization was invited to sponsor one or more officials of their city. Seventeen organizations served as sponsors.

Of the fifty-one cities whose officials were sent invitation letters, twenty-one were represented by sixty-seven officials. Two other cities committed for representatives who did not participate.

As the grant period commenced in September, a decision was made to schedule the first of the Study Sessions in November following the general election, thus insuring the maximum participation by officials who were to subsequently hold office.

Those attending the Study Sessions included the following officials and participants:

Mayors	5
Commissioners	12
Councilmen	18
City Clerks	6
City Managers	4
City Administrators	1
Streets and Sanitation Administrators	1

Fire Chiefs	2	
Police Chiefs	2	
Department of Utility Directors	2	
Directors of Finance	2	
Police Judge	1	
Model Cities Director	1	
League of Women Voter	1	
Others	12	(Ex. Dir., Ch. of Com., Sponsor Reps., citizens)

Civic Service Organization participating as sponsors:

American Legion	Lebanon
Business and Professional Women	Campbellsville
Chamber of Commerce	Cynthiana (2), Corbin (2)
Indistrial Commission	Corbin
IOOF	Richmond
Jay Cees	Richmond, Harlan, London
Kiwanis	Richmond, Corbin
League of Women Voters	Campbellsville
Lions	Corbin
Rotary	Richmond, Greensburg, London, Corbin

All officials were requested to submit in the first meeting what they believed to be the most important problems facing their governments. Discussion of these problems were incorporated in, or alluded to during the discussion periods. In order of frequency of mention, the problems identified by the officials are:

Problem Area	Frequency
1. Finance and Revenue	14
2. Solid Waste Disposal	12
Sewage Plant	
Industrial Waste	
3. Industrial Development	10
Employment	
4. Education of Citizens to Affairs of Government	10
5. Parks and Recreation	10
6. Shortage of Qualified Personnel	9
Low Salaries	
Turnover	
Training	
7. Housing (Low and Medium Income)	9
8. Streets and Roads	9
Sidewalks near schools	
9. Public Relations	6

10.	Professionalism in Government	5
11.	Motivation of citizens and employees	5
12.	Planning, other than capital	5
13.	Capital Planning Civic Center Health Center Culture Center Youth Center Fire Station	5
14.	Water and Water Distribution	4
15.	Communication	3
16.	Annexation	2
17.	Flood and High Water Control	2
18.	Unity in Government	2
19.	Efficient Use of Available Resources	2
20.	Exodus of Youth	2
21.	Traffic Control and Parking	2
22.	Unable to See Potential of Community	1
23.	Property Assessment Valuation	1
24.	Transportation	1
25.	Schools	1
26.	Welfare (too much)	1
27.	Race Relations	1
28.	Crime	1
29.	Resistance to Change	1
30.	Alcoholic Beverage Control in Dry County	1
31.	Honest Government	1

It is interesting to note that eight of the top nine problem areas pertain to finance or capital projects requiring finance. Two cities, Corbin and Winchester, have made formal requests of the Institute of Government to provide specific advice and recommendations regarding revenue and fiscal administration. The Corbin request has been honored and the Winchester inquiry is currently under study.

Session Formats

The objective of the Study Sessions was the motivation of city officials to more professional governmental service. The slogan, "Better Local Government Through Education", was used on all correspondence. Four 2½ hour meetings comprised the Study Sessions and were directed to the following format:

Session #1.
a. Definitions of basic terminology.
b. Desirability and need for the development of an "official" city library.
c. The cycle of communication as determined by individual and community experience and background.
d. Maslow's model of man's five basic needs.
e. Principles of motivation with examples.
f. The role of money in government--a means, not an end.

Session #2.
a. The use of the Kentucky Revised Statutes and other source books on financing local government.
b. The basic steps of budgetary preparation and the need for overall planning for economic stability.
c. Economic development in the local setting with community responsibility to the industry it seeks; the meaning of integrity; maintenance and growth concepts.
d. Change of economic emphasis.

Session #3.
a. Principles and techniques of personnel administration for small cities--ideal v. reality.
   1) Problems.
   2) Central-Rental approach.
b. Political socialization.

Session #4.
a. Social development and stability.
   1) Do communities wish to accept the responsibilities associated with economic development?
   2) Historical relationships: White-Negro
      a) Techniques: Act-React
   3) Welfare Philosophy and Practice: Dilemma
b. City Governmental Structures
c. Leadership: Techniques, essential qualities.
   1) The world's greatest need.
d. Presentment of Certificates.

Comments, both written and verbal, have acknowledged the value of the Study Sessions. An Official from the City of Richmond has suggested that these same sessions should be repeated annually. A Danville official acknowledged the value of the four meetings but added, "all the right people were not there", meaning most of the councilmen and the mayor.

The approach to economic development included a systematic attack on the problem with a three pronged objective: 1) Community and governmental self analysis, 2) Selection of industries desired, with means to achieve this, and 3) The creation of significant employment

opportunities for enterprising and trained youth to permit them to return to their "home town" should they desire. Community responsibility was deemed to be paramount to this approach. Change of economic emphasis was also discussed in view of the rapidity of technological development and its impact upon cities and governmental operations.

A continual educational program for the small cities and rural counties is strongly suggested to be conducted by this, or some other institution to assist in the continuing struggle for professionalism in local government.

Official Opinion Survey

At the conclusion of the Study Sessions an Official Opinion Survey form was mailed to each participant soliciting data pertinent to this report. Anonymity was encouraged but a very large percentage affixed signatures. Survey forms were received from twenty-three participants representing thirteen cities. In addition, thirteen others affixed their signatures to letters addressed to the University.

The Survey questions are reported in order of presentation. Both the educational attainment and the professional nature of private occupation rate high, with a preponderance of those attending having attained college level training, twenty-eight having attained more than four years of college.

Substantively, the following responses were received:

2. The Study Sessions were:

a. Extremely informative	18
b. Moderately informative	7
c. Little informative	1
d. Not informative	0

3. The Government Study Sessions provided:
   a. Many good ideas and concepts we have been able to use. 19
   b. Good ideas and concepts, but few we could use. 5
   c. Many ideas and concepts, but not appropriate for my government. 1
   d. Other. 0

4. The Government Study Sessions should be:
   a. Expanded in scope and content. 14
   b. Narrowed in scope and content. 2
   c. Continued with present format. 9
   d. Other. 0

5. The Study Sessions (6:30 to 9:00 P.M.):
   a. Are about right in length but starting time is too early and inconvenient. (2 suggest 7-9:30) 11
   b. Should start at a later hour and be shortened. 0
   c. Should include more sessions of a shorter duration. 6
   d. Other. (as is) 9
   (One suggests 7-9 with no break)

6. The Government Study Sessions have been:
   a. Very helpful in improving my effectiveness. 14
   b. Moderately helpful in improving my effectiveness. 8
   c. Of little help in improving my effectiveness. 3 (1-no office)
   d. Of no help in improving my effectiveness. 0

7. My understanding of economic development for smaller communities has been:
   a. Greatly enlarged and stimulated. 13
   b. Moderately enlarged and stimulated. 9
   c. Unchanged. 0
   d. Previous ideas and convictions have been strengthened. 6

8. The Government Study Sessions have:
   a. Greatly stimulated my interest in social development. 13
   b. Moderately stimulated my interest in social development. 5
   c. Not changed my interest in social development. 8
   d. Adversely affected my interest in social development. 0

9. In the field of public welfare, the Government Study Sessions have:
   a. Defined local administrative problems of which I had previously been unaware. 17
   b. Considered the problem of public welfare but offered little that was new to problems of welfare administration. 3
   c. Contributed little to my understanding of welfare administration. 3

11. To what extent would you or could you participate in a 1970-71 Local Government Educational program:

a. Fully.	20	
b. Would not attend.	2	(one-age)
c. Other. (as far as possible)	3	

Question (10) solicited response as to the areas the Study Sessions had been most helpful. Answers were positive and complimentary. However, some interesting comments were received that present opportunity to improve future programs of this nature. Six of these comments are:

-Commissioner and Attorney-
This series of study sessions would be extremely valuable to all government officials at all levels as well as to a citizens' group.

-Member of the Jay Cees-
Classes should be larger, include more people interested in their government. The number should be longer, or more sessions. More publicity concerning the content of the classes should be used more for public awareness of local problems and solutions.

-Commissioner and Business Proprietor-
Teach the same course next fall.

-Councilman and Public School Principal-
A good program. It needs to encompass more and be longer. Should cover more of duties of each officer and his limitations.

-Model Cities Director-
(1) The Government Study Sessions Should Stress:
   a) Innovations in Social Services.
   b) Budgetary Procedures and Techniques.
   c) Relocation Problems, Programs Approaches, and Strategies.
   d) Community Relations.
   e) Community Organization
   f) Leisure-time or re-creation Planning and Programming in the Small Community.

(2) The Government Study Sessions should clarify and emphasize:
   a) Analytical Planning Procedures and Techniques.
   b) Evaluation Techniques.
   c) Local Taxation Approaches.

Some important observations should be noted regarding governmental and organizational interest in the Government Study Sessions.

1. It was evident that the Study Sessions were given primary support by officials of the cities in which the sessions were conducted. Most of the cities in the outlying areas either failed to respond, or participated in a limited capacity.

Exceptions were obvious. The host city of Somerset did not participate. The mayor gave as reason: "They don't like the idea of having to pay twenty dollars." Officials from Monticello and Jamestown drove to Somerset to participate.

2. Service and civic organizations in general, though professing interest in governmental improvement, did not show sufficient interest in the Government Study Sessions to bear out their declared interest. This does not mean the interest is not there, but may indicate weak mechanics in the pre-session approaches to the organization and the time limitations of the organizations for decisions to participate. Seventeen of 142 organizations participated and feedback has been complimentary from those that served as sponsor.

3. Five of the eleven sessions are considered to have been less successful. There were the sessions conducted in:

a. Cynthiana - Conflicts of enrollees made attendance uneven; flu also very detrimental to attendance.
b. Harlan - Interest professed by officials but conflicting scheduling by city cut effectiveness by 50%. Mayor possessed hearing deficiency and did not support.
c. Hazard - General apathy on part of officials, according to one of councilmen. Very poor attendance.
d. Prestonburg - No policy making officials were present. Limited to city managers and clerks.
e. Somerset - Host city gave no support other than offer facilities. Poor attendance.

4. The six sessions considered highly successful were those held in:

a. Danville - Well attended by officials from four cities.
b. Campbellsville - Well attended by officials from three cities.
c. Richmond - Well attended by all city officials from host city.
d. Middlesboro - Well attended by all city officials from host city.
e. Winchester - Good support from three cities for two sessions and two cities for two remaining sessions.
f. Corbin - Well attended by city officials from three cities.

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